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Medical Board of California
Business Process Reengineering Study
Creating a Sustainable Licensing Program

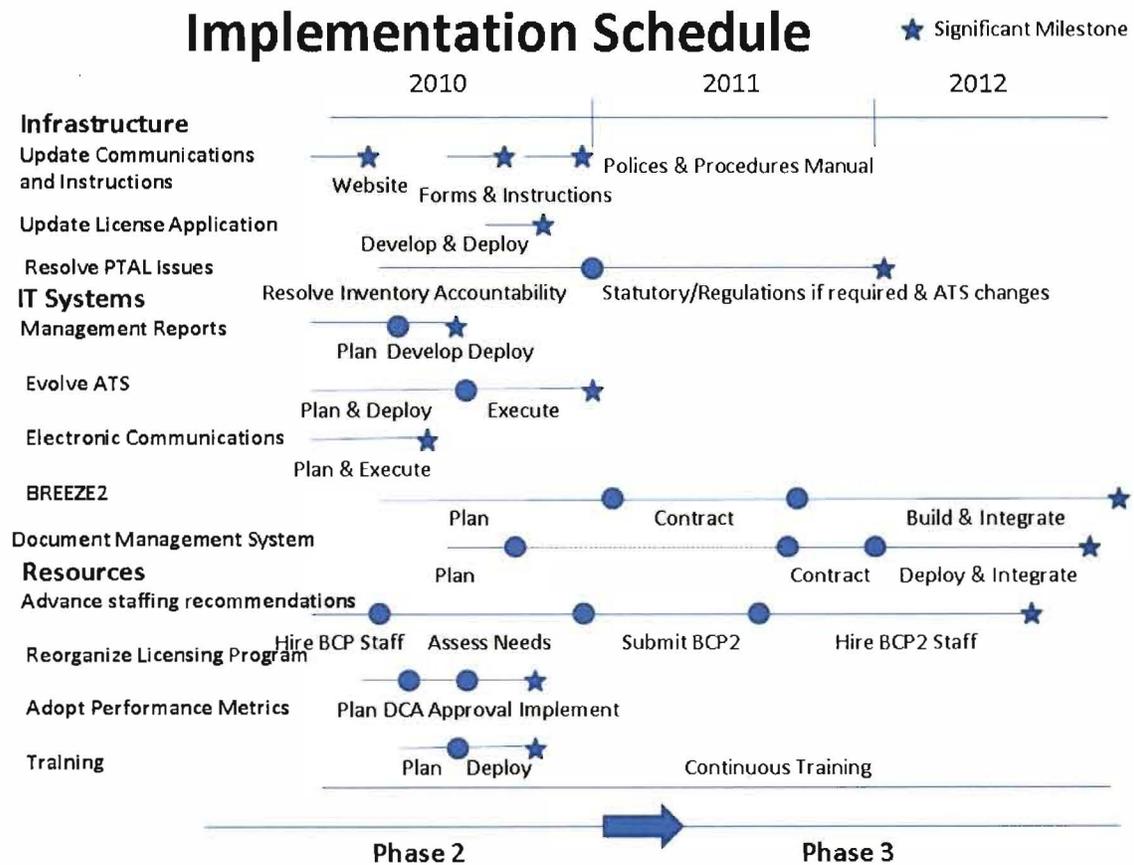
7 Preliminary Implementation Plan

The Preliminary Implementation Plan provided in this section will function as a road map to implement the recommendations identified in Section 6. Based on discussions between the BPR Study Team and MBC Management, this Implementation Plan will be used as a foundation for continued planning and refinements by MBC Licensing Staff in coordination with the Board's Licensing Committee. MBC Licensing Staff must be involved in the process of building a strong Licensing Program by actively participating in the further development and execution of the implementation plan as part of an overall effort to create a more collaborative working environment.



The proposed implementation schedule below represents a balance between the practicalities of limited resources and the necessity to rapidly improve the efficiencies within the Licensing Program. As presented, the majority of the infrastructure and resource recommendations will either be completed or significant progress will be made in 2010. Some of the Information Technology (IT) recommendations are higher cost items and will take until at least 2012 to complete.

Figure 17 - Implementation Schedule





Given the complexity of the overall effort, the relatively “limited” amount of staff effort that can be devoted to these recommendations, and the uncertainty to some of the scope and cost of work identified, it is recommended that the overall work effort be split in two future phases:

- Phase 2 includes the recommendations that will be worked on and/or completed within the next 12 months
- Phase 3 includes longer-term initiatives that are considered cost effective recommendations but beyond the planning horizon and resource allocation of this study or may have limited benefit until further studied. Phase 3 activities will be planned in 2010 or in the case of BREEZE2, supported as part of Phase 2.

The Licensing Committee should be involved in reviewing the list of recommendation and the draft implementation plan with the objective of making refinements and finalizing the Plan’s target completion date at the April 2010 Board meeting. The MBC Licensing Chief will provide monthly status reports to the Executive Director and Licensing Committee on the Implementation Plan’s progress. A status update will be provided to the Board quarterly as part of the Licensing Committee’s report and in the Licensing Chief’s report.

The Preliminary Implementation Plan

A preliminary Implementation Plan presented in this section is built around implementing most of the recommendations during 2010. This preliminary Plan outlines the:

- Recommended management approach to executing the work
- Identified resources required to execute the work
- Responsible individual(s) for executing the work



Management Approach

To accomplish this range of work, it is envisioned that a number of different management approaches be used to implement the recommendations:

- **Special Project** – For the most complex issues, a Special Project Team (Special Teams) will be assigned to work through the implementation steps and the Licensing Committee will be called upon to support these efforts. These Special Teams will be comprised of staff from across the MBC organization and, in some cases, other stakeholders will be involved. It is envisioned that a Project Manager will be assigned to lead the overall project, coordinating the efforts to the various people who are providing input to the process.
- **Licensing Program (LP) Project** – For those tasks that are generally smaller in scope, the Licensing staff will be primarily tasked with completing the project with assistance from other staff in MBC as needed. LP projects will be managed by a Licensing Program Manager or a Project Manager, depending on its complexity.
- **Licensing Program and Information Systems Branch (LP/ISB) Project** – Many of these tasks are Information Technology projects and, as such, will need to be managed collaboratively by the Chief of Licensing and the Chief of ISB Branch or their designees.
- **Business As Usual (BAU)** – These tasks should be incorporated into the existing work processes and implemented as part of an on-going continuous improvement program and managed by the Licensing Program Management Team.

In order to accomplish the Implementation Plan, it is recommended that a Continuous Process Improvement Team be established within the Licensing Program. The team will be made up of high performance staff that will be called upon to support individual Continuous Process Improvement initiatives as well as become champions for the overall Continuous Process Improvement effort. It is envisioned that this Team will



rotate its membership over time and that membership be promoted as a step in an individual's career development.

Estimated Resources

The relative level of effort required to execute the tasks in 2010 are estimated to be:

- **Licensing Program Effort** – For each recommendation, the required tasks need to be determined in greater detail and a refined estimate of the staff time required to complete each task will lead to determining the total staff effort needed. Since the Licensing Program's top priority is processing applications within regulatory timeframes, determining which staff and how much time individual staff can devote to these projects must be determined to coordinate the order and pace the recommendations are implemented. The Implementation Plan chart below will be used as a template to coordinate this effort to complete the Phase 1 work currently underway and the recommended work to be executed in 2010 as part of Phase 2.
- **MBC Information Technology Effort** – The same effort described above will be used to determine the IT staffing effort needed and staff assigned to complete the Phase 1 work currently underway and the recommended work to be executed in 2010 as part of Phase 2.
- **Other MBC resources** – Other resources will be required to complete the Phase 1 work currently under way and the recommended work to be executed in 2010 as part of Phase 2. It is anticipated that the total amount of time will be minimal.

It is recognized that the majority of this work will be assigned to staff that have other assigned work and priorities. The Resource Plan assumes that the remaining Budget Change Proposal (BCP) positions will be hired shortly and the temporary staff assigned to the Z-Project and reviewing license applications will remain during this effort and other MBC staff will be available to support this effort.



Table 5 - Preliminary Implementation Plan

ID #	Recommendation	Priority	Target Completion Date	Management Approach	Preliminary Estimate 2010 Resource Requirements					Responsible Individual/Team
					Licensing Program Staff	IT Staff	Project Manager	Other MBC Staff	Total Staff	
IF-1	Continue to advance Policy and Procedure Manuals	High	12/31/10	LP Project	X	0	X	X	X	Project Manager Licensing Committee
IF-2	Increase uninterrupted time available for Review tasks	Medium	12/31/10	BAU	X	0	0	0	X	US/CAN & IMG Licensing Managers
IF-3	Strengthen program-wide Quality Assurance processes	High	05/31/10	LP Project	X	0	X	0	X	QA Team Lead
IF-4	Create process to capture and assess Staff suggestions	Medium	03/31/10	BAU	X	0	0	0	X	US/CAN & IMG Licensing Managers
IF-5	Implement a Continuous Process Improvement program	Medium	06/30/11	LP Project	X	X	X	0	X	Licensing Program Management Team
IF-6	Revise Application and Instructions	High	10/31/10	LP Project	X	0	X	X	X	Project Manager
IF-7	Implement Application Set-up Worksheet	Medium	09/30/10	LP Project	X	0	0	0	X	Project Manager
IF-8	Integrate Checklist into Application	Medium	06/30/10	LP Project	X	0	0	0	X	Project Manager
IF-9	Revise Fee Schedule and Licensing Invoice Letter	High	06/30/10	LP Project	X	0	0	0	X	Project Manager

Resources: 'X' indicates resources will be involved, '0' indicates resources will not be involved



ID #	Recommendation	Priority	Target Completion Date	Management Approach	Preliminary Estimate 2010 Resource Requirements					Responsible Individual/Team
					Licensing Program Staff	IT Staff	Project Manager	Other MBC Staff	Total Staff	
IF-10	Implement Application Update Form	High	09/30/10	LP Project	X	0	0	0	X	Project Manager
IF-11	Expand use of FSMB Products	N/A	06/01/10	LP Project	X	0	0	X	0	Project Manager
IF-12	Resolve Postgraduate Training Authorization Letter (PTAL) issues and implement changes	High	12/31/11	Special Project	X	X	X	X	0	Licensing Chief Licensing Committee
IF-13	Update MBC Web site content on Applicant Tab	High	10/31/10	IP/ISB Project	X	X	X	X	X	Project Manager
IF-14	Implement Consumer Information Unit enhancements (CIU)	High	06/30/10	BAU	X	0	X	0	0	CIU Manager
IF-15	Assess use of AMA's Physician Professional Database (PPD)	Medium	09/30/10	LP Project	X	X	X	0	0	US/CAN & IMG Licensing Managers
IF-16	Evaluate the viability of the Postgraduate (PG) Training Permit Concept	Low	09/30/11	Special Project	0	0	0	0	0	Licensing Chief Licensing Committee
IT-1	Implement New Management Report Recommendations	High	06/30/10	IP/ISB Project	X	X	X	X	X	Project Manager

Resources: 'X' indicates resources will be involved, '0' indicates resources will not be involved



ID #	Recommendation	Priority	Target Completion Date	Management Approach	Preliminary Estimate 2010 Resource Requirements					Responsible Individual/Team
					Licensing Program Staff	IT Staff	Project Manager	Other MBC Staff	Total Staff	
IT-2	Track DCA/ISB requests and action items	Medium	06/30/10		X	0	0	0	X	<i>To Be Determined</i>
IT-3	Evolve ATS to address MBC needs	High	12/31/10	IP/ISB Project	X	X	0	0	X	Project Manager
IT-4	Explore ways to increase use of electronic communications	Medium	06/30/10	IP/ISB Project	X	X	X	0	X	<i>To Be Determined</i>
IT-5	Assess approach for DCA/MBC ISB secured portal for electronic L3A/B	Medium	06/30/10	IP/ISB Project	X	X	0	0	X	<i>To Be Determined</i>
IT-6	Actively support DCA's development of the BREEZE2 Database System	High	12/31/12	DCA/MBC Project	X	X	0	X	X	ISB Chief Licensing Chief
IT-7	Evaluate use of a Document Management System	Medium	12/31/12	Special Project	X	X	X	0	X	Licensing Chief
R-1	Advance Staffing Recommendations	High	12/31/10	LP Project	X	0	0	X	X	Licensing Program Management Team
R-2	Reorganize Licensing Program and reinforce roles and responsibilities	High	09/30/10	LP Project	X	0	0	X	X	Licensing Program Management Team
R-3	Restructure Administrative Support workflow	Medium	09/30/10	LP Project	X	0	X	0	X	Administrative Supervisors

Resources: 'X' indicates resources will be involved, '0' indicates resources will not be involved



ID #	Recommendation	Priority	Target Completion Date	Management Approach	Preliminary Estimate 2010 Resource Requirements					Responsible Individual/Team
					Licensing Program Staff	IT Staff	Project Manager	Other MBC Staff	Total Staff	
R-4	Change name of Consumer Information Unit (CIU)	High	09/30/10	LP Project	X	0	0	X	X	Consumer Information Unit Manager
R-5	Shift clerical tasks done by Review Staff to Support Staff	Medium	06/30/10	LP Project	X	0	0	0	0	Administrative Supervisors
R-6	Continue deploying effective training programs	Medium	08/31/10	LP Project	X	0	0	0	0	Training Supervisor
R-7	Continue to work inventory to achieve initial review within 60 days	High	03/31/10	Special Project	0	0	0	0	0	Licensing Chief
R-8	Establish performance objectives, program-wide staffing plans, and metrics	High	09/30/10	LP Project	X	0	X	0	0	Licensing Program Management Team

Resources: 'X' indicates resources will be involved, '0' indicates resources will not be involved



Roles and Responsibilities

The implementation of the BPR recommendations needs to be embraced as part of a broader continuous improvement process wherein the organization:

- Provides for a higher level of customer satisfaction
- Adapts a culture of embracing change rather than resisting it
- Is organized around functional responsibilities with appropriate levels of supervision
- Is built on trust and respect at all levels
- Has the infrastructure, information technology systems, and resource levels appropriate to execute its mission
- Has the tools and perspective to manage the organization's, as well as individual workload metrics
- Is a better environment to work and grow in one's career
- Is supported by management to fully implement the recommendations outlined

Given the importance of this effort, it is imperative that the Licensing Program Chief and management staff be provided support from the Executive Director, the Board and the Licensing Committee to assure the implementation of the recommendations:

- **The Licensing Chief** will need to spend a considerable amount of time (up to 30%) managing the implementation of this plan – being responsible both to the Licensing Team as well as the Executive Director, the Board, and the Licensing Committee for the Plan's execution
- **Members of Licensing Program Management Team**, reporting to the Licensing Chief, will be responsible for the execution of a large portion of the tasks as outlined in the plan
- **A newly formed Continuous Process Improvement Team** will be formed and called upon to execute the work as part of their expanded job descriptions



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- A close partnership between the Licensing Program and **Information Systems Branch (ISB)** will be required to coordinate and implement the IT recommendations
- **Other MBC personnel** including IT, GME Outreach manager, will be tasked with implementing specific support activities to execute the recommendations